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## Yearly supervisory reviews can we improve?

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# Yearly supervisory reviews: can we improve?

Dorothy Patterson  
Midwifery Teaching Fellow  
Queens University Belfast  
[dorothy.patterson@qub.ac.uk](mailto:dorothy.patterson@qub.ac.uk)  
Contact number 02890 972622

# Abstract

- I will proclaim a new era of practice development and transformational leadership integrated within the framework of statutory midwifery supervision in order to improve maternity care.
- I shall explore how supervisors of midwives may embrace the concepts of practice development and engage in a process of facilitation to steer midwives closer to the goal of woman-led care. Some of the areas I shall discuss will be the emancipation of midwives through change to a transformational culture within a framework of high challenge, high support and unconditional positive regard.
- This can be accomplished by the SOM, through the process of graceful intent, using the skills of facilitation and critical reflection in the supervisory review.

# My vision

Is to enhance the supervisory yearly review.  
To a process of high challenge and high  
support where the midwife is held in  
unconditional positive regard by the SOM.

This can be accomplished by the SOM,  
through the process of graceful intent and  
with the skills of facilitation

# Perspectives of the leadership role

- **Historically** - characteristics and behaviour
- **Authoritarian** - gives orders and expects to be obeyed
- **Trait Theory or Great man theory**- a personality approach
- **Contingency Approach** – effectiveness dependent on the situation.
- **Transformational leadership** – focused on people , in solving problems and embraces change
- All midwives have the potential to lead.  
(Ralston, 2005).



# How does Leadership qualities influence midwifery supervision

## **Supervisor of midwives leadership qualities (NMC, 2004;NMC, 2007)**

**An essential element of SOM**

- Provide vision
- Embrace diversity
- Practice change and development
- Promotes the profession and champion the needs of childbearing women
- To act as a role model

Practice development is the process of systematic change, continuous improvement and increased effectiveness of person centred care.

Through the enabling of health care individuals and teams to transform the context and culture of care. (Fay, 1987; McCormack et al, 1999; Unsworth, 2000)

**Practice development  
emphasis is placed on**

- Continuous improvement
- Women or person centred care
- Emancipatory change in culture

**Emancipation, empowerment**

**Supervision of Midwifery  
emphasis is placed on**

- Continuous improvement
- Women centred care
- Culture of transformational leadership,

**autonomous and reflective  
practice**



# Culture and the organisation

Culture in its simplest form is “how things are done around here” (Drennan, 1992 p20).

## Diverse

Depending on  
where you  
practice  
Core values  
Idio-cultures

## Constraining

Shackled by  
Polices and  
procedures  
Regulation

## Challenged

Lack of  
resources  
Cultural diversity  
birth-rate  
Government  
policy  
workforce

# Review of the literature context of midwifery culture

- Kirkam (1999) - medically and managerially dominated
- Hughes et al (2001) Hierarchical divisions exist between staff
- Mackin & Sinclair (1998) ; Sandall (1999) Midwives unsupported in complex and difficult circumstances - stress related illness
- Midwives experienced bullying from managers and colleagues ( Ball et al 2002).
- Midwives work within routinised and task based approaches. They have become street level bureaucrat- responding to women's needs on a mass basis rather than in an individualised approach (Lipskey, 1980; Kirkam 2003; Deery, 2004).

# How can the framework of practice development improve maternity care

## Scrutiny

- Systematic - can contribute to choice, address inequality, value for money

## Change

- Continuous change - government policy, needs of women and changes in society and meeting requirement of professional regulation

## Philosophy

- Critical social science – Freedom of choice emancipatory action change culture and empower midwives to deliver women focused care

# Facilitation through emancipation in the supervisory process

- SOM plays a vital role in facilitating and supporting professional development (NMC, 2007)
- Facilitation is a technique of how one person makes things easier for another (Kitsion et al, 1998)
- Facilitation using a model of critical reflection - challenges midwives and addresses the culture of an organisation
- Emancipatory practice is concerned with freedom of choice and the development and empowerment of staff
- Has the potential to achieve sustainable change

# Using high challenge high support with graceful intent the SOM - facilitate critical reflection in the supervisory review

- Observing listening and questioning
  - Articulation of craft or knowledge
  - conscious raising
  - self reflection-
  - Problematisation
  - Critique / Critical dialogue
  - Feedback
- Being genuine expressing of self as a person
  - Being generous of self and time
  - Having a kind intention-constructive criticism
  - Use of body language – posture, speed of movement and tone of voice
  - The midwife should feel valued on a personal and professional level

## **Facilitation**

## **Graceful Intent**

# Conclusion

- Midwives Act 1902 was a catalyst for change and the profession of midwifery and supervision was born.
- Since that time midwives and supervision have come a long way from ensuring safe practice through a process of inspection to ensuring that high standards of care are maintained through the nurture and support of competent and accountable midwives.
- Leadership is the key concept of the future, in order for midwives and supervisors to be pivotal in planning activities that will help drive and shape the future of maternity care.
- All midwives have the potential to lead in a transformational culture if they so desire and should adopt a style of leadership that will empower themselves, others and the women they care for.

# continued

- Supervision of midwives can help empower midwives and make government policies a reality.
- This goal requires strong leadership, commitment to continuous change and improvement and a change in the culture and context of maternity care within the framework of practice development.
- The approach of facilitating emancipatory practice within a culture of high challenge and high support where participants feel comfortable in being challenged and challenging others. This will provide women and midwives centeredness in maternity services.